DAMO-FMP

19 Dec 06

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: FY09 Command Plan Guidance

1. **References**:
   A. AR 71-32, Force Development and Documentation – Consolidated Policies, Documentation – Consolidated Policies, dated 3 March 1997.
   B. AR 5-10, Stationing, 1 March 2001.
   C. AR 570-4, Manpower Management, dated 8 February 2006.
   D. Memorandum, HQDA, DAMO-FMP, 18 October 2004, subject: HQDA Policy for Publishing Out-of-Cycle (OOC) MTOE, TDA, and AUGTDA Documents.
   E. Memorandum, Secretary of the Army, 7 January 2005, subject: Accounting for Contract Services.
   F. Memorandum, Secretary of the Army, 23 February 2006, subject: Army Policy for Civilian Hiring and Initiation/Continuation of Contracts for Service Personnel.
   G. Memorandum, HQDA, DAMO-FMP, 7 September 2006, subject: Concept Plan Guidance.
   H. Memorandum, HQDA, DAMO-FMP, 9 September 2006, subject: Tables of Distribution and Allowances (TDA) Unit Equipment Review, Validation and Approval Procedures.

2. Request widest dissemination of this information to force managers, manpower and equipment documenters, equipment distributors, programmers, facility managers, and personnel and resource management officers.

3. **Overview:** The environment of the FY09 Command Plan will again be a major challenge to the Army and its Commands. The Army remains at war and continues to transform operational forces to modular designs while simultaneously stationing units through the implementation of Base Realignment and Closure Commission (BRAC) 2005 and Global Defense Posture II (GDP II), formerly known as the Integrated Global Positioning and Basing Study (IGPBS) decisions. In conjunction with these major initiatives the Army's long term end strength plan will increase active component operational forces and decrease military manpower in the Institutional Army while maintaining total active component end strength at the FY04 level. Decrease in the Institutional Army will occur through military reductions and some military to civilian conversions, and by implementing comprehensive business transformation initiatives.

4. **Purpose:**

A. The Command Plan is the annual force management process designed to account for and document force structure decisions and directives from the Army leadership including those changes submitted by OSD and the Commands and outlined in Congressional guidance. This memorandum begins the FY09 Command Plan (CPLAN) process. It provides key force structure guidance and milestones for the FY09 CPLAN submission and describes the actions that must be accomplished.

B. The Command Plan results in the approval of the Army Master Force (M-Force). The FY07-09 M-Force is projected to be approved on 28 Jun 07 through the Structure and Manpower Allocation System (SAMAS). The FY07-09 M-Force will adjust the FY08 force and establish FY09 force structure plans and will align force structure requirements and authorizations with budget data and decisions. It will also provide manpower, personnel and equipment requirements and authorizations at the grade, Military Occupation Specialty (MOS), geographic location, unit identification code (UIC), Line Item Number (LIN) and quantity level of detail through The Army Authorization Documents System (TAADS); documentation of Modification Tables of Organization and Equipment (MTOE), Tables of Distribution and Allowance (TDA), Augmentation Tables of Distribution and Allowance (AUGTDA), and Mobilization Tables of Distribution and Allowance (MOBTDA-AUGMOBTDA) for both active and reserve component units.

5. **Baseline:** The baseline for the FY09 CPLAN submission is the FY06-08 M-Force that locked on 5 OCT 06 and the forthcoming FY08 President's Budget Program Guidance (PBG) to be published o/a FEB 07. CPLAN 09 will focus on documenting FY09 MTOEs, AUGTDAs, TDAs and MOBTDAs and adjusting FY08 documentation through HQDA directed Out-of-Cycle (OOC) force structure adjustments. Force structure actions include continuing the implementation of modular designs, programming future modular organizations, implementing Force Management Review 2009 - 2013 decisions, executing BRAC 2005 decisions, executing Global Defense Posture II (GDP II) decisions, implementing selective military to civilian conversions, implementing civilian and contractor reduction decisions, implementing business practices transformation, continuing the documentation of contractor manpower equivalents (CMEs) and programming the out years for planning purposes. Guidance regarding civilian manpower changes will be forthcoming in the Resource Formulation Guidance (RFG) Integrated Program and Budget Data Call for the FY09-13 Program.

6. **FY07/08 Out-of-Cycle (OOC) Force Structure Adjustments**: Adjustments to existing documentation for FY07 or 08 will generate OOC documents. HQDA will permit OOC documentation for those actions with significant justification (readiness, mission capabilities, concept plan execution, etc). All OOC force structure adjustments to existing documents must be approved by the G-37/FM OOC Board. OOC Boards will be held monthly during the CPLAN cycle. Priority is to finalize FY07 document changes and then adjust FY08 documentation prior to publishing the Master Force.

7. **Force Validation Committee (FVC)**: ODCS G-37, Director of Force Management is the FVC proponent. The FVC assesses the manning, equipping, sustainment, training, and facilities status of AC and RC MTOE units in three categories: (1) units scheduled to deploy in the next segment (ie FY) to be addressed in the semi-annual ARFORGEN Conference hosted by FORSCOM; (2) units programmed for modular conversion or activation within 4-6 months; and (3) units specifically directed for assessment by the Senior Leadership. It synchronizes resourcing and identifies mitigating strategies as appropriate. The goal of the FVC is to ensure units meet or exceed readiness levels specified in the ACP and ARFORGEN IPLAN.

8. **Modular Force Design Review**: On 12 Dec 2006 the VCSA approved TRADOC's Phase I Modular Force Design Review (MFDR) recommendations, less changes to the CAB S-4 captain and Master Gunner. He also approved Phase II recommendations pertaining to field artillery firing rates and ammunition haul capacity. G-37/FM will publish a Modularity Note listing the VCSA decisions and USAFMSA will apply these approved recommendations to 2ND Generation MTOEs for publication in FY07. G-37/FM will coordinate staffing and approval of the remaining Phase II recommendations in FY07.

9. **Army Force Generation (ARFORGEN)**: ARFORGEN is the structured progression of increased unit readiness over time to produce recurring periods of availability of trained, ready and cohesive units prepared for operational deployment in support of civil authorities and combatant commander requirements. Operational requirements will drive ARFORGEN synchronization of institutional functions to resource units and generate operational capabilities on a sustained, cyclic basis. The Army will gain a holistic view of global force requirements and global force availability across six-year planning horizons. The Army will focus units against future missions as early as possible in the ARFORGEN process, task organize modular expeditionary forces tailored to joint mission requirements, and refine expeditionary force packages as operational requirements mature over time. Units will flow through the reset/train, ready and available force pools in a structured progression of increased training and readiness capability. Mission requirements will determine unit resource priorities and readiness reporting ("ready for what" = "resourced for what & when" = "report against what force pool, by unit identification code (UIC)"). When fully implemented, ARFORGEN will enable the Army to generate trained and ready modular forces tailored to Joint mission requirements while preserving our capability to defend the homeland, provide Defense Support to Civil Authorities, deter conflict in critical regions, surge to conduct major combat operations, and sustain the quality of the All Volunteer Force in persistent conflict. For ARFORGEN documentation to be implemented during this Command Plan, G-37/FMF and FORSCOM must identify by unit identification code (UIC), by COMPO units in the reset/train and the ready pool for FY09 NLT 1 FEB 07.

10. **Force Management Review (FMR 09-13):**

   A. General information: The near simultaneous conclusion of TAA 08-13 and the Quadrennial Defense Review (QDR) early in 2006 generated the need for a non-

traditional force management initiative to incorporate QDR decisions, rebalance the force across COMPOs, and resolve emerging resourcing issues. Intended as the vehicle to meet this need, FMR 09-13 is the overarching process for Army end strength issue resolution and POM force development. Following a Force Feasibility Review in Nov/Dec 06, a Force Program Review in Dec 06, and Executive Office of the Headquarters (EOH) approval in Jan 07, HQDA will publish an Army Structure Message (ARSTRUC) to inform the FY09 Command Plan and the FY09-13 POM Update.

    B. As TAA 08-13 closed, informed by QDR guidance, the ARNG began the ARNG Rebalance initiative.   This is a collaborative effort with the AGAUS Force Structure Committee, the ARNG, and HQDA to develop restructuring proposals that would build toward 28 BCTs in a total of 106 brigades. This adjustment from the original projection of 34 ARNG BCTs was the primary focus of FMR 09-13 through much of 2006. The ARNG Rebalance initiative remains a work in progress and will be integrated with other ongoing initiatives to rebalance the force among the components.

    C. Army End Strength Plan: FMR 09-13 resourcing parameters will be based on the Army End Strength Plan, approved in AUG 05, that established Operating Force, TDA, and TTHS objectives for all three components. The plan allows some flexibility in ramping to the prescribed targets with the intent of arriving at those targets by FY11 if operational demands permit.

        1. COMPO 1: 355K Operating Force, 75K TDA, 52.4K TTHS.
        2. COMPO 2: 306.5K Operating Force, 35.5K TDA, 8K TTHS.
        3. COMPO 3: 128.5K Operating Force, 56K TDA, 20.5K TTHS.

    D. Army End Strength Plan Adjustments: The EOH reviewed of the End Strength Plan on 21 Sep 06 resulted in a continuance of the plan. However, based on challenges affecting achievement of the targets, the EOH approved the proposal to carry "Above the Program" structure as long as needed to meet current operational demand resourced with supplemental funding. Periodic in progress reviews will consider adjustments, if warranted. Given current operational demand, the ARNG and USAR have proposed adjustments to their TTHS account targets to address force structure shortfalls. These proposals and warranted adjustments to the End Strength Plan will be addressed in FMR 09-13 and addressed in the ARSTRUC projected to be published in FEB 07.

11. **Reshaping the Institutional Army**: Three major efforts are reshaping the Institutional Army. The first is the Army's end strength plan which is in the process of reducing military authorizations from its current 95K level to 75K by FY11. The second, is business transformation initiatives which may result in efficiencies in Army business operations through the application of the Lean and Six Sigma methodologies. Any approved decisions will be documented through the Command Plan and POM processes. The third effort is the redistribution of Institutional Army manpower as the Army executes BRAC and Global Defense Posture II decisions.

12. **MTOE and AUGTDA Documentation**.

A. Base: MTOEs developed during the FY09 CPLAN will be built based on HQDA approved TOEs and Basis of Issue Plans (BOIPs). It is expected that most MTOE units will receive FY09 documents with an E-date of 20081016 (COMPO 1), 20090901 (COMPO 2), and 20090916 (COMPO 3).   Unit E-dates will be chosen any time during the FY to support units under Lifecycle Management (LM), units with specific equipment fielding schedules or units that are deployed ISO operations.   HQDA G-37 Organization Integrators (OIs) and/or Force Structure Command Managers will coordinate with Commands as required.

B. MTOE Exceptions: All MTOEs developed during this CPLAN will be built based on HQDA approved and doctrinally sound TOE models. Any exception to approved MTOEs must be approved by the Director, Force Management and then will only be approved based upon operational imperatives or to document unique structures. Approved MTOE exceptions are valid for no more than three years from the E-date of the document on which the exception was first documented. MTOE exception requests, both initial and revalidation, will be submitted electronically, with detailed justification, to the appropriate HQDA G37 OI for review, appropriate action, and approval by the Director of Force Management. Deadline for requesting or re-validating MTOE exceptions is 15 MAR 07.

C. MTOE and AUGTDA documentation guidance:
1) FY09 MTOEs. USAFMSA will begin posting FY09 staffing MTOEs on FMSWeb as they are built in Dec 06. USAFMSA will complete the posting of all staffing MTOEs NLT 31 Jan 07. Early submission of initial Command comments on draft MTOEs is encouraged and all comments are due to USAFMSA NLT 60 days from the date the staffing documents are posted with a final suspense of 15 Mar 07. Changes to the documents will be made at the direction of G-37/FM. The deadline for Command comments and recommendations on force structure actions is 15 MAR 07. Commands are reminded that publication of the TOEs, MTOEs and their associated AUGTDAs are the responsibility of the Standard Requirements Code (SRC)-focused USAFMSA TOE-MTOE division at Forts Leavenworth, Lee and Belvoir. For Language Identification Code and LPIND changes see paragraph 13H.
2) FY09 AUGTDAs: G-37/FMP is the approval authority for all AUGTDAs. AUGTDAs will be built by the appropriate USAFMSA TOE-MTOE division based upon G-37/FMP direction. If an organization is augmented with civilian, military, or CME personnel, there must be a corresponding AUGTDA. Commands ICW with USAFMSA will review all AUGTDAs to ensure correlation of para/line structure to the MTOE. The E-date for an AUGTDA will match the E-date of its parent MTOE unless otherwise approved by G-37/FM.   Standardization of AUGTDAs under phase 2 of the AUGTDA review is focusing on Functional and Multi-Functional Brigades is expected to be implemented in FY09. EUSA AUGTDAs will be standardized IAW phase 1 implementation guidance during this Command Plan. USAFMSA will complete the posting of all staffing AUGTDAs NLT 28 FEB 07. Early submission of initial Command comments on draft AUGTDAs is encouraged and all comments are due to USAFMSA

NLT 30 Mar 07. For Language Identification Code and LPIND changes see paragraph 13H.

D. FY09 MTOE Force Modernization: FY09 force modernization initiatives from the Commands must be posted by the Commands via the force modernization element of FMSWeb NLT 30 Dec 06. The FY08 M-Force (OCT 06) is posted to the FMSWeb FORCEMOD tool. Commands will use this tool to ascertain the level of modernization at the UIC level of detail for each of their units and to convey their desires for the level of modernization for the FY08-09 force except for activations and restructured units. Posting force modernization to this site will reduce the requirement for Commands to e-mail or fax force modernization information to USAFMSA. Any amended force modernization data must be received by 1 Mar 07 to prepare for CPLAN scrubs. Staffing MTOE documents cannot be completed until Command force modernization input is approved by the HQDA OI and HQDA G8 System Synchronization Officer (SSO). Decisions from Army Equipping & Reuse Conference #6, provided by G8, will be the authoritative source for documenting G8 managed LINs. G4 will issue guidance for documenting G4 managed LINs and AMC will issue guidance for documenting AMC managed LINs.

E. MULTI-COMPO UNIT (MCU). Commands must submit concept plans for all new MCUs to G-37/FMP. The sponsoring component will coordinate and obtain concurrence on the concept plan with all resourcing component(s) and Commands prior to submission, through command channels, to G-37/FMP. The G-37/FMP Force Structure Command Manager will coordinate with the HQDA staff for a recommendation to the Director of Force Management.

F. Special Reviews. G-37/FM will plan special reviews of MTOE documents during Command Plan 09 as directed by the Director, Force Management. Modular Force and other transformation decisions are also subject to review and analysis.

G. Army Preposition Stocks (APS) documentation. Review and update APS documents prior to the FY09 Force Lock incorporating guidance from DAMO-SSW. G-37/FMP AMC Command Manager has FM lead for APS actions.

13. **TDA Documentation**.

A. Concept Plans. Any changes to current approved TDA or AUGTDA force structure requirements for military and/or civilians that meet concept plan thresholds outlined in either AR 71-32 or HQDA guidance dated 7 SEP 06 require a concept plan. Concept plans usually require 30-90 days for HQDA staffing. Commands should submit all FY09 Command Plan concept plans as soon as possible. HQDA staffing and approval of the concept plans before the Dec 06 Force Review Point enables Commands to incorporate concept plan decisions in the POM-PBG and is the key to successful resourcing. New concept plan guidance dated 7 SEP 06 outlines the procedures for a Command Implementation Plan and contractor to Department of the

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Army Civilian conversions. Submissions under these two initiatives should be received NLT 1 FEB 07.

B. Contractor Manpower Equivalent (CME) Documentation: See Annex A.

C. Commercial and Inherently Governmental Activities (IGCA) Coding / DOD Manpower Mix Criteria (MMC) Coding: Commands must update the DoD Manpower Mix Criteria Codes (MMC) and Function Codes in time for timely submission of the Inventory of Commercial and Inherently Governmental Activities (IGCA) data to the Office of the Secretary of Defense on 1 April 2007. OSD issues annual guidance with revisions to MMC and Function Codes each November. The annual guidance will be posted on a web site after it is issued. ASA M&RA will lead a Council of Colonels and GOSAG to review MMC coding for military and civilian, and Function Codes to make sure they conform to OSD guidance and prior Army adjudications. This review will not comprise 100% of the force, but concentrate only in those areas where OSD has implemented changes. Functional proponents will be provided an opportunity to review recommendations. In addition, an effort will be made to resolve code M determinations.

D. Base Realignment and Closure 2005: Commands will provide BRAC savings to DAMO-FMP, consistent with BRAC manpower action plans, no later than 14 Mar 07 for inclusion in SAMAS database and meet the next Force Review Point. Following review and analysis of force data, FMI/ACSIM will provide a SAMAS/ASIP brief to Director, Force Management. This facilitates our ability to assess installations' ability to provide adequate facilities for soldiers, families, and civilians. Further guidance will be provided in the Resource Formulation Guidance (RFG).

E. TDA equipment: Document in accordance with the TDA Unit Equipment Review, validation and Approval Procedures, Reference H. HQDA will host a monthly TDA Equipment Board during the CPLAN cycle. G-37/FMP will approved all HQDA controlled items for documentation.

F. Use of ACOM/ASCC/DRU/HQDA Models for manpower requirements documentation: Commands that are using a model to assist in the manpower requirements process must adhere to the following guidelines. For CPLAN FY09 model review and approval is a three phased process.
    1. Phase 1: Model Review: USAMAA is the HQDA lead for the development, review and approval of ACOM/ASCC/DRU/HQDA models. Responsibilities include gathering workload data, identifying workload drivers, analyzing model validity, refining model design, and accrediting the model (see AR 5-11, Validation, Re-validation, Verification, and Accreditation). USAMAA will brief the chief, G-37/FMP on model application and results.
    2. Phase 2: ACOM/ASCC/DRU/HQDA will apply the model with USAMAA oversight, and develop new or proposed organizations, which will include a cross-walk from current to proposed TDA and a Schedule 8 submission to G-37/FMP. The new or proposed organization and cross-walk will be briefed to USAMAA and G-37/FMP.

3. Phase 3: Model Implementation: G-37/FMP is the HQDA lead for model implementation into the SAMAS and TAADS data base and organizational approval. They review the crosswalk and Schedule 8 submission from the latest HQDA approved TDA to the new or proposed TDA organization based on model application. They provide recommendations on model implementation into the SAMAS and TAADS data bases to the Director of Force Management, who will direct how and when the model will be applied during the CPLAN process.

G. TDA Standardization: The Army lead for Army Campaign Plan Decision Point 59 is the Office of Institutional Army Adaptation (OIAA). OIAA must coordinate any standardization efforts with G-37/FMP for incorporation in the FY09 Command Plan prior to implementation.

H. TDA documentation guidance.
    1. TDA Centralized Documentation (CENDOC). USAFMSA TDA Division builds all TYPCO 3 TDAs. Command participation and advice on new initiatives is an essential element of the document build process. E-date for FY09 TDAs will be 20081001 unless otherwise approved by the Force Structure Command Manager. ARNG TDA EDATEs will be 20090901.
    2. TDA build: USAFMSA TDA Division will prepare Command staffing TDAs from Oct to Nov 06. FY09 TDA staffing documents (initial Draft TDAs) will be completed and documented in FMSWeb NLT 31 DEC 06. Command-proposed changes to FY09 documents should be submitted as early as possible in order to be included in initial draft TDAs, but NLT 15 Mar 07. Changes will be submitted to USAFMSA in WinTAADS (version 9.3 format). As a reminder, Commands are required to specifically coordinate all proposed personnel growth, changes to grade, skill, Additional Skill Identifier (ASI), Language Identification Codes, Language Proficiency Indicators (LPIND) with G-37/FMP, and Standard of Grade (SG) exceptions with USAFMSA TDA Division and HQDA G-1 Personnel System Staff Officers (PERSSOs) prior to documentation. In addition the Language Identification Code and LPIND changes must be coordinated through HQDA G2, Army Foreign Language Proponency Office (Mr. Getzin, DAMI-OP, DSN 225-1384) NLT 21 DEC 06.
    3. All Joint and Defense documents will participate in the AUTS process before documents will be published and released to the field. Joint Staff, Joint-Defense Agencies may submit documentation updates for FY07-08-09 during Command Plan 09 IAW instructions and guidance in this memo; FY07-08 changes will be made thru the OOC process; FY09 will be accomplished at 28 Jun 07 Force Lock. A review will be conducted by the Director, Force Management of all Joint and Defense actions.
    4. All Commands are required to coordinate any changes to Title 10 ARNG AGR remark code 89 requirements or authorizations with the Chief, TDA Manpower Requirements Branch, ARNG Human Resources Division, National Guard Bureau. This includes, but is not limited to, changes in the number of requirements, authorizations, position title changes, POSCO, and realignments of remark code 89 authorizations on any Army Authorization Document. POCs Mr. Ray Harris – 703-601-7540.
    5. All Commands above USARC level are required to coordinate and re-validate all AGR positions, remark code 92, with the Office of the Chief, Army Reserve,

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Full Time Support (OCAR-FTS). This includes, but not limited to, changes in the number of requirements, authorizations, position titles, grades, POSCOs and realignments of remark code 92. POC is LTC Fields, 703-601-1327 or MSG Ocasio, 703-601-0697/DSN: 329-601-0697/1327.

     6. Army Acquisition Workforce Coding: The military Army Acquisition Workforce has been properly identified on TDAs using Additional Skill Identifier codes. The civilian Army Acquisition Workforce must also be properly identified during this command plan through the use of established Remark Codes. The following RMKS Codes will be used:

     a. DD: Code all civilian Army acquisition workforce requirements in grades of GS-13 (or equivalent pay structure) and below. These positions are defined as civilian positions in the Department of the Army that are designated to be acquisition positions in accordance with Section 1721 of Chapter 87, Title X United States Code and regulations issued by the Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)).

     b. DC: Code all civilian Army critical acquisition workforce requirements in the grades of GS-14 (or equivalent pay structure) and above. These positions are defined as critical acquisition positions, which are a subset of acquisition workforce positions, and specifically designated by the Army Acquisition Executive in accordance with Section 1721 of Chapter 87, Title X United States Code and regulations issued by the USD(AT&L).

     c. Affected Organizations: The following organizations are the primary organizations in the Army that are performing an acquisition function: AMC (and subordinate commands), ARMY G-3 (REF), ARMY G-6, ASA(ALT), ASC (to include PEOs/Direct Reporting PMs), ATEC (and subordinate commands), USACE, and SMDC. Other Army organizations performing acquisition functions should also properly code acquisition workforce positions to comply with this guidance. If further clarification is needed, contact Ms. Karen Walker, Karen.A.Walker@us.army.mil.

     d. Acquisition Skills: Below is a listing of POSCOs to use as a guide for determination of civilian Army acquisition workforce positions:
150, 180, 301, 340, 343, 346, 391, 392, 401, 403, 413, 501, 505, 510, 560, 801, 802, 803, 804, 806, 808, 810, 818, 819, 830, 850, 854, 855, 858, 861, 873, 893, 896, 1101, 1102, 1150, 1152, 1301, 1306, 1310, 1313, 1315, 1320, 1321, 1340, 1350, 1360, 1370, 1382, 1384, 1515, 1520, 1529, 1530, 1550, 1670, 1910, 2001, 2003, 2010, 2150, 2210.

     7. National Security Personnel System: Documentation of NSPS will be reviewed and implemented on a case by case basis however no earlier than FY08. The position conversion rules/guidance provided by the DOD NSPS Implementing Instructions contained in DOD Manual 1400.25-M are to be applied by the management of each Army activity employing civilians identified for deployment in the designated spirals of NSPS. G-37/FMP will provide additional follow on documentation guidance.

    l. FY09 Mobilization TDA (MOBTDA) documentation policy guidance. G-37/FMP will work with the ARSTAF, Commands and the Army Reserve to establish the Individual Mobilization Augmentee (IMA) timeline to reduce the program from 8K to an estimated 2K by FY12. Once the timeline is established, G-37/FMP will allocate IMAs per Command for FY09.

J. Requirement Reductions: G-37/FMP directs each Command to review its requirements without authorizations from its AUGTDA/TDAs for both military and DA civilians. Requirements that are no longer needed must be eliminated. Each Command in its Command Plan briefing will report its progress on eliminating requirements without authorizations. Also each Command is directed to review and reduce its code 90 AUGTDA/TDA positions by 25%.

14. **General Guidance.**

A. Force Management Changes: Commands will have until 1 MAR 07 to submit significant force management changes to G-37/FM for consideration during the FY09 CPLAN. A force management change is defined as a change to any ARSTRUC or PBG specified action already captured in the M-Force. Examples are changes to E-dates, activations, inactivations, conversions, exceptions to MTOE standardization, TDA force structure additions or reductions not requiring a concept plan, and movement or transfer of units or structure among installations or commands.

B. Schedule 8 submission: Commands submit Schedule 8s via the Resource Requirements Management System (R2MS). Manpower instructions for submission of Schedule 8's will be included in the Resource Formulation Guidance (RFG) scheduled for update O/A NOV 06. For planning purposes, Schedule 8's are due O/A 23 Feb 07. USAR and ARNG PBG will match force file for MI units, and for selected TDAs carried as fully captured units to ensure Army Congressional Justification Book submissions drawn from the PROBE database are accurate.

C. Automatic Unit Transaction System (AUTS): HQDA will use the first 8 positions of the AMSCO for AUTS comparison and Commands can no longer use the positions 6-9 for internal tracking.

D. Commands may not internally reprogram military or civilian manpower from any units that are scheduled to inactivate or return to CONUS unless approved by HQDA. Commands must submit a concept plan or detailed implementation plan to G-37/FMP to support any retention of manpower from inactivating organizations. Military and Department of the Army Civilian (DAC) manpower associated with inactivating units will be returned to HQDA. AUGTDA Military and DAC manpower, whose parent AA MTOE is programmed to return to CONUS, will be transferred to CONUS at the same time as its parent AA with the appropriate G-37/FMP approved manpower resources. Commands that are downsizing their OCONUS TDAs must have their reprogramming actions reviewed and approved by G-37/FMP prior to implementation.

E. Command Plan Actions
    1. G-37/FMP/G-37/FMO/Command/USAFMSA/USAMAA Scrubs: CPLAN scrubs will be scheduled between 2 - 27 Apr 07. At a minimum, scrubs will review military and civilians by UIC, E-date, MDEP, AMSCO (to the 8th position), CTYPE, requirements and authorizations (OFF-WO-ENL-CIV). CMEs will be reviewed at the

UIC level during the Command scrub. Also stationing codes and unit location data will be reviewed for each UIC in the Command. Force Structure Command Managers, in coordination with the PBG Command Managers will coordinate scrubs with their respective Commands and USAFMSA DIs. Force Structure Command Managers will provide all participants with correctly formatted scrub sheets for all Command MTOE, AUGTDA, and TDA documents at least one week before the scheduled scrub date.

2. Command Plan Briefings: CPLAN briefings will be scheduled between 1-25 May 07. All Commands will brief the Director, Force Management and the ASA (M&RA) Special Assistant (Manpower and Resources). The briefing's purpose is to review command issues, review resource allocation decisions, provide program assessments, discuss initiatives and to finalize the Commands CPLAN. Commands will be prepared to discuss all their force structure issues and planned changes. G-37/FMP will provide a general briefing chart outline to commands via e-mail. Commands will provide electronic copies of all final briefing slides to their Force Structure Command Manager NLT four working days before their scheduled briefing. Force Structure Command Managers will ensure that appropriate HQDA staff and USAFMSA POCs are invited to the briefing and receive any CPLAN information requiring reconciliation/approval during the CPLAN briefing before the scheduled briefing date.

3. Paid Parachutist Positions (PPP) COMPO 1. HQDA is currently reviewing MTOE PPP ceilings for all Army units and elements. TDA PPP will remain constant with FY07 levels. 1. The following changes will be addressed for the documentation of Paid Parachute Positions (PPP) on the FY 09 documents:

a. Officer PPP Identifiers -

(1) POSCO beginning with 18 - Special Forces; 92D - Aerial Delivery and POSCO Ending with 18 - Special Forces; 37A - Psychological Operations Officer (COMPO 1 Only); 38A - Civil Affairs Officer (Compo 1 Only).

(2) ASI - 5P (Parachutist); 5S (Ranger and Parachutist); 4X (Military Free Fall Special Operations).

(3) PRMK "13" as "ALSO PARACHUTIST. (USE ONLY WHEN SQI HIGHER THAN "P" APPLIES IAW AR 614-200, PARA 3-13A(1) SQI ORDER OF PRECEDENCE).

b. Warrant Officer PPP Identifiers -

(1) POSCO beginning with 180 - Special Forces; 921 - Airdrop System Technician; POSCO ending with P - Parachutist; V - Ranger Parachutist; or S- Special OPNS Support Personnel (Must be Airborne Qualified).

(2) ASI - 4X (Military Free Fall Special Operations).

(3) SQI2D - P (Parachutist); V (Ranger Parachutist); S (Special OPNS Support Personnel (Must be Airborne Qualified).

(4) PRMK "13" as "ALSO PARACHUTIST. (USE ONLY WHEN SQI HIGHER THAN "P" APPLIES IAW AR 614-200, PARA 3-13A(1) SQI ORDER OF PRECEDENCE).

c. Enlisted PPP Identifiers -

(1) POSCO beginning with 18 - Special Forces; 92R - Parachutist Rigger; 37F - Psychological Operations (COMPO 1 only); 38B – Civil Affairs (COMPO 1 only) POSCO ending with P - Parachutist; V - Ranger Parachutist; or S - Special OPNS Support Personnel (Must be

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Airborne Qualified).

(2) ASI - W8 (Special Forces Military Free Fall Operations); 8P –
(Enlisted; Competitive Parachutist).
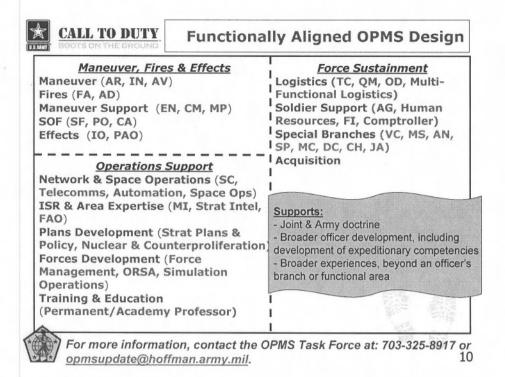
(3) SQI2D - P (Parachutist); V (Ranger Parachutist); or S - (Special
OPNS Support Personnel (Must be Airborne Qualified).

(4) PRMK "13" as "ALSO PARACHUTIST. (USE ONLY WHEN SQI
HIGHER THAN "P" APPLIES IAW AR 614-200, PARA 3-13A(1) SQI ORDER OF
PRECEDENCE).

d. Remarks code "PA" will no longer be used to identify actual PPPs. PPP
can only be identified by ASI, SQI, or an inherently Airborne MOS. Also, ASI 7 for
Warrant Officers is no longer a valid code IAW NOFC 0504.

e. Ensure all positions on your documents requiring one of the above MOSs
that are not in a Paid Position have a remarks code of "86". This will ensure the
commands stay within their designated PPP levels.

4. Stationing Guidance. Commands will present planned FY 09-14 stationing
actions in the Command Plan brief.

a. Commands will submit AR 5-10 Stationing Packages at least one year
prior to the effective date of any stationing action (activations, inactivations,
realignments and relocations). If MILCON is involved, the package must be submitted
five years in advance of the effective date.

b. OIs and command managers must consider stationing implications of
force structure actions. This planning allows for proper preparation involving, among
other requirements, environmental requirements, facilities, funding, as well as caring for
soldiers, civilians and families. It allows for public and Congressional notification.

c. OIs and command managers must coordinate with DAMO-FMI on all
force structure actions having an impact on stationing of and changes to size of units.

d. Commands and OIs will, early in the process, coordinate with ACSIM,
DAMO-FMI, the appropriate IMCOM Region and other involved commands or
organizations on force structure actions with stationing implications.

e. Primary guidance for Army Stationing is AR 5-10.

5. Army Working Capital Fund (AWCF): The US Army Materiel Command will
coordinate documents to be affected by the Summer 2007 Army Working Capital Fund
with the Command Manager. Those documents 100% resourced by the AWCF will not
be published in-conjunction with Force Lock. Instead they will be executed as FY08
and FY09 OOC's NLT the October 2007.

6. Medical Force Structure: Command and activities with medical force
structure (MTOEs and TDAs) will document IAW AMEDD Command Grade Allocation
guidance provided by separate correspondence from the Office of The Surgeon
General. This guidance, in coordination with G-3 and G-1, supports HQDA manpower
policies on the management of medical manpower. OTSG POCs are Mr. Maurice
Yaglom, DSN 761-3293 or Mr. Haywood Thomas, DSN 761-4563.

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7. MPAP Codes: Multi-functional Position Access Program (MPAP) is a CSA approved program under the Officer Personnel Management System changes implemented on 5 September 2006. The program will be used to develop field grade officers in multi-functional positions. MPAP Codes (See below) are used to document positions that may be shared within the same functional grouping (for example: Maneuver Support - EN, CM, MP), a functional category (MFE, OS, FS) or open to all AOCs. For more information on descriptions of the Functional Design (Functional Categories and Functional Groupings), please look at the revised DA Pam 600-3, chapter 3-3, which will be published in December 2006, or contact the OPMS Task Force at opmsupdate@hoffman.army.mil. Equivalent training or experience for the specialty AOC are listed in DA PAM 600-3 must be completed for the officer to be considered qualified to fill duty position. Changes or additions to MPAP coded positions must be coordinated with HRC (AHRC-OPD, Mr. Dave Quimby at DSN 221-0754). G-37/FM will determine if Commands brief status of MPAP positions/program during the CPLAN Briefing. Deletions of MPAP positions due to transformation, or mil to civ conversion do not require coordination. Commands may nominate positions for MPAP coding, coordinated with HRC (National Guard positions are submitted through NGB-ARF) approved by HQDA. Changes will be submitted to HQDA G-37/FM, NLT 22 Dec 06 and will be forwarded to USAFMSA NLT 23 JAN 07.

a. Position (HE) may be filled with AOC from within same Functional Grouping. Must have relevant training or experience IAW DA Pam 600-3 for required specialty.

b. Position (HF) may be filled with AOC from within same Functional Category (MFE, OS, FS). Must have relevant training or experience IAW DA Pam 600-3 for required specialty.

c. Position (HG) may be filled with any AOC. Must have relevant training or experience IAW DA Pam 600-3 for required specialty.

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CALL TO DUTY
BOOTS ON THE GROUND

Functionally Aligned OPMS Design

Maneuver, Fires & Effects	_Force Sustainment_
Maneuver (AR, IN, AV)	Logistics (TC, QM, OD, Multi-Functional Logistics)
Fires (FA, AD)	
Maneuver Support (EN, CM, MP)	Soldier Support (AG, Human Resources, FI, Comptroller)
SOF (SF, PO, CA)	
Effects (IO, PAO)	Special Branches (VC, MS, AN, SP, MC, DC, CH, JA)
	Acquisition

Operations Support
Network & Space Operations (SC, Telecomms, Automation, Space Ops)
ISR & Area Expertise (MI, Strat Intel, FAO)
Plans Development (Strat Plans & Policy, Nuclear & Counterproliferation)
Forces Development (Force Management, ORSA, Simulation Operations)
Training & Education (Permanent/Academy Professor)

Supports:
- Joint & Army doctrine
- Broader officer development, including development of expeditionary competencies
- Broader experiences, beyond an officer's branch or functional area

For more information, contact the OPMS Task Force at: 703-325-8917 or opmsupdate@hoffman.army.mil.

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8. G-1 Guidance:

a. Standards of Grade: HQDA policy is to apply NOFC cycle 0604 in CPLAN 09 to all OOC FY08 and new FY09 documents. USAFMSA ICW Commands must review all NOFC to ensure compliance to applicable command plan FY08-09 documents. POC is Mr. Randy Newman, AHRC-PLC-C, DSN 221-2099). NOFC information can be viewed at two AKO sites:

https://perscomnd04.army.mil/NOFC2.nsf/ for the complete NOFC with documentation guidance (document 0604 NOFC Cycle Summary.doc on the web-site contains a summary of all NOFC actions for the 0604 cycle)

http://perscomnd04.army.mil/MOSMARTBK.nsf/ for the e-version of DA Pam 611-21.

Be advised that the ARSTAF occasionally approves early documentation as an OOC of outyear NOFCs (e.g., FY09 and later) in current CPLAN actions thus requiring review of NOFC cycle 0704 actions by USAFMSA and Commands. All authorization documents developed during CPLAN 09 must be in compliance with the current approved standards of grade.

b. Army Management Headquarters Activities (AMHA): Commands may not exceed the AMHA ceiling without prior approval of HQDA G-1 (DAPE-PRA). The FY08 President's Budget Guidance (PBG) will contain your AMHA ceiling, which consists of authorized military end strength and civilian workyears. AMHA is identified by AMSCOs containing "98" in the 5th and 6th digits.

c. AC to RC Training Support (Title XI): Commands will identify Titled XI AC military manpower spaces associated with the AC to RC support program. Standard

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remarks code "AE" will be utilized in REMARK positions 1 or 2 to identify Titled XI military authorizations. POC DCS, G-1 ATTN: DAPE-PRP-OA, DSN 225-5762.

9. Implementation of the merger of branch 44A and FA 45 to branch/FA 36A will occur during FY09 and be documented during this Command Plan.

10. Security Code Review: HQDA G-2 POC is Andrea Upperman, 703-695-3719. For FY09 documentation Commands will review their military and civilian personnel security, personnel suitability, and personnel reliability programs relative to position sensitivity. This includes security code justification for position personnel security, suitability, or reliability program requirements, which describes the investigative requirements for a duty position. Standard coding must be followed. Supplemental guidance to follow.

15. **Key Dates. FY09 CPLAN cycle key dates**

5 OCT 06: FY08 Master Force Lock

OCT 06: Begin building FY09 TDA documents

11 OCT 06: October Out-of-Cycle Board

23-25 OCT 06: October Out-of-Cycle AUTS

24 OCT 06: HQDA TDA equipment Board

26 OCT 06: Publish October Out-of-Cycle documents

NOV 06: OSD issues annual MMC and Function code guidance

8 NOV 06: November Out-of-Cycle Board

27-29 NOV 06: November Out-of-Cycle AUTS

28 NOV 06: HQDA TDA equipment Board

30 NOV 06: Publish November Out-of-Cycle documents

NOV 06: Complete building FY09 TDA documents

DEC 06: Begin building FY09 MTOE documents

21 DEC 06: Force Review Point

30 DEC 06: Commands apply force modernization data to documents ICW USAFMSA

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10 JAN 07: January Out-of-Cycle Board

22-24 JAN 07: January Out-of-Cycle AUTS

23 JAN 07: HQDA TDA equipment Board

25 JAN 07: Publish January Out-of-Cycle documents

JAN 07: Complete building FY09 MTOE documents

31 JAN 07: Complete Force Management Review 09-13 (T). Publish 2nd Generation Modular MTOE documents (T)

1 FEB 07: Command Implementation Plans and Contractor to DAC Conversion Concept plans due to G-37/FMP.

5 FEB 07: Force Review Point based upon FMR 09-13 completion (T)

7 FEB 07: February Out-of-Cycle Board

20-21 FEB 07: February Out-of-Cycle AUTS

22 FEB 07: Publish February Out-of-Cycle documents

23 FEB 07: Command Schedule 8s due to G-37/FMP (T)

27 FEB 07: HQDA TDA equipment Board

1 MAR 07: Force Modernization data due to USAFMSA

7 MAR 07: March Out-of-Cycle Board

20 MAR 07: HQDA TDA equipment Board

26-28 MAR 07: March Out-of-Cycle AUTS

29 MAR 07: Publish March Out-of-Cycle documents

APR 07: MMC and Function code data due to OSD

2-27 APR 07: G-37/FMP/G-37/FMO/Command/USAFMSA/USAMAA Scrubs

11 APR 07: April Out-of-Cycle Board

23-25 APR 07: April Out-of-Cycle AUTS

24 APR 07: HQDA TDA equipment Board

26 APR 07: Publish April Out-of-Cycle documents

1-25 MAY 07: Command Plan briefings by Commands

9 MAY 07: May Out-of-Cycle Board

21-23 MAY 07: May Out-of-Cycle AUTS

24 MAY 07: Publish May Out-of-Cycle documents

30 MAY 07: HQDA TDA equipment Board

5 JUN 07: FY09 Incremental AUTS 1

11 JUN 07: FY09 Incremental AUTS 2

18 JUN 07: FY09 Incremental AUTS 3

21 JUN 07: FY09 Incremental AUTS 4

26 JUN 07: Lock the Force Brief

28 JUN 07: Lock the Force, publish the FY09 Master Force

16. G-37/FMP will update this guidance as new force management policies and decisions are made by the HQDA senior leadership. The Army G-37/FM POC is Mr. Michael J. Bush, DSN: 222-7955, CML: (703) 692-7955, or e-mail: michael.bush2@hqda.army.mil.

ANNEX A:

RICHARD P. FORMICA
Major General, U.S. Army
Director of Force Management

DISTRIBUTION:
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY, MANPOWER AND
    RESERVE AFFAIRS
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY ACQUISITION,
    LOGISTICS AND TECHNOLOGY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY FINANCIAL
    MANAGEMENT AND COMPTROLLER

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OFFICE OF THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF
  THE ARMY
DIRECTOR OF THE ARMY STAFF
DEPUTY CHIEF OF STAFF, G-1
DEPUTY CHIEF OF STAFF, G-2
DEPUTY CHIEF OF STAFF, G-3/5/7
DEPUTY CHIEF OF STAFF, G-4
DEPUTY CHIEF OF STAFF, G-6
DEPUTY CHIEF OF STAFF, G-8
CHIEF, ARMY RESERVE
DIRECTOR, ARMY NATIONAL GUARD
ASSISTANT CHIEF OF STAFF FOR INSTALLATION MANAGEMENT

COMMANDERS
    U. S. ARMY FORCES COMMAND
    U. S. ARMY TRAINING AND DOCTRINE COMMAND
    U. S. ARMY MATERIEL COMMAND
    U.S. ARMY CENTRAL (THIRD ARMY)
    U.S. ARMY NORTH (FIFTH ARMY)
    U.S. ARMY SOUTH (SIXTH ARMY)
    U.S ARMY, EUROPE (SEVENTH ARMY)
    U. S. ARMY PACIFIC
    EIGHTH U. S. ARMY
    U. S. ARMY SPECIAL OPERATIONS COMMAND
    U. S. ARMY SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND
    U. S. ARMY SPACE AND MISSILE DEFENSE COMMAND
    U. S. ARMY TEST AND EVALUATION COMMAND
    U. S. ARMY CRIMINAL INVESTIGATION COMMAND
    U. S. ARMY MILITARY DISTRICT OF WASHINGTON
    U. S. ARMY CORPS OF ENGINEERS
    U. S. ARMY MEDICAL COMMAND
    U. S. ARMY INTELLIGENCE AND SECURITY COMMAND
    U. S. ARMY NETWORK, ENTERPRISE AND TECHNOLOGY COMMAND
    U. S. ARMY FORCE MANAGEMENT SUPPORT AGENCY
    SUPERINTENDENT, U.S. MILITARY ACADEMY
    DIRECTOR, INSTALLATION MANAGEMENT AGENCY
    DIRECTOR, ACQUISITION SUPPORT CENTER
    DIRECTOR, CONTRACTING AGENCY

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ANNEX A: Contractor Manpower Equivalents Reporting (Requires ASA M&RA input)

1. CMEs will be documented in TAADS for all contracts for "services" covered by SA memoranda referenced in para 1E and F. The scope of approvals under referenced SA policies includes GWOT-funded requirements as well as programmed requirements. The following are excepted from documentation: Utilities, Maintenance of Office Equipment (e.g., Copy machines), Foreign Military Sales, production, and construction contracts (with the exception of construction activities in support of OIF/OEF). (See the specific examples and definitions for Federal supply and service codes (FSC) included in the 7 Jan 05 SA memo). The definition of services for these purposes is not restricted to the narrow definition of services in the Federal Acquisition Regulation. A test for determining if a reporting requirement exists is: If the requirement is not performed by a contractor, would the mission still need to be done by the Army? If the answer is yes, then the CME needs to be documented in TAADS and reported via the CME website.

2. As with the Contract Manpower Reporting (CMR) system, 1 CME = contracting direct labor manhours divided by 2,087 (the annualized factor of 1 workyear). The same formula for CME reporting must be used by both reporting systems to support the linkage and validation of reported data. The only exception to this rule is when a different availability factor can be substantiated by review of contract documentation and the different availability factor is documented in a concept plan or USAMAA study, as approved by HQDA.

3. Commands are required to establish a process for validating requirements performed by contractors based on a validation of the workload and its priority, as well as an independent assessment of whether the contract, as performed, involves inherently governmental functions, personal services, or could be viewed as involving to an improper supervisory relationship over federal government employees or members of the military. Such a circumstance is most likely to occur when contractors work on-site with the federal workforce or military, and the absence of an approved statutory exception allowing for personal services has not been obtained. Such contracts must be terminated. Initially, the application of the manpower mix criteria to document contractor requirements, and an assessment of the function performed by the contractors, will be used by HQDA to independently evaluate whether any of the above issues require further review.

4. CMEs will be documented as Manpower requirements and authorizations in TAADS by UIC, MDEP, AMSCO, Identity Code, Branch, Grade, Position title, FSC and Manpower Mix Criteria (MMC) Code. The identity Code to be used for CME reporting is "T". The Branch Code to be used is "CC". The FSC will be loaded in the "CAFC" field of TAADS. The Grade will be "01" and the Position Title will be "Contract Manpower Equivalent or CME." FSC identification and definitions are available via the CME website at https://contractormanpower.army.pentagon.mil or https://contractormanpower.army.pentagon.mil/tasks/lookup_FSC.cfm. The definitions

are contained in the attachment to the SA memo referenced in para 1 that is available for download from that site. TAADS TDAs should reflect the appropriate number of CMEs based on execution data in the requirements column and the same number in the authorized column pending further validation efforts of this initiative. CMEs should be loaded in the appropriate paragraph of the organization where the function or support is provided. If multiple organization/elements are supported or the contract does not currently support this level of identification, the CMEs may be loaded in a new paragraph at the end of section II, titled Contractor Manpower. Documentation in a separate paragraph should be minimized as much as possible as it does not fully support the goals of this initiative in validating workforce requirements by function and organization. CMEs will be documented as adds during this Command Plan.

5. CMEs should be documented in the requiring activity. For these purposes, requiring activity is the organization for which responsibility for performing the mission has been assigned, even if the contract is funded or administered out of a different organization. When the funding source for a contract is external to an organization, the CME should be documented in the organization responsible for the mission, similar to the way in which reimbursable civilian employees are documented For example, contractors providing support to and deploying with the Stryker Brigades in accordance with PM supportability plans should be documented with the augmentation TDAs for the Stryker Brigade and not under the PM.

6. Schedules 8 will be submitted via the Resource Requirements Management System (R2MS) to load requirements and authorizations in SAMAS for TAADS documentation on FY09 TDAs or AUGTDAs.